

Understanding

***Stakeholders
and Value***

What drives an *Implementation Decision*

Lessons from the *Startup World*

Your Projects

as Startups

Plain Language *Explainer(s)*

What is *it really*?

Innovation

Methodology

...for *Products*

...for *Services*

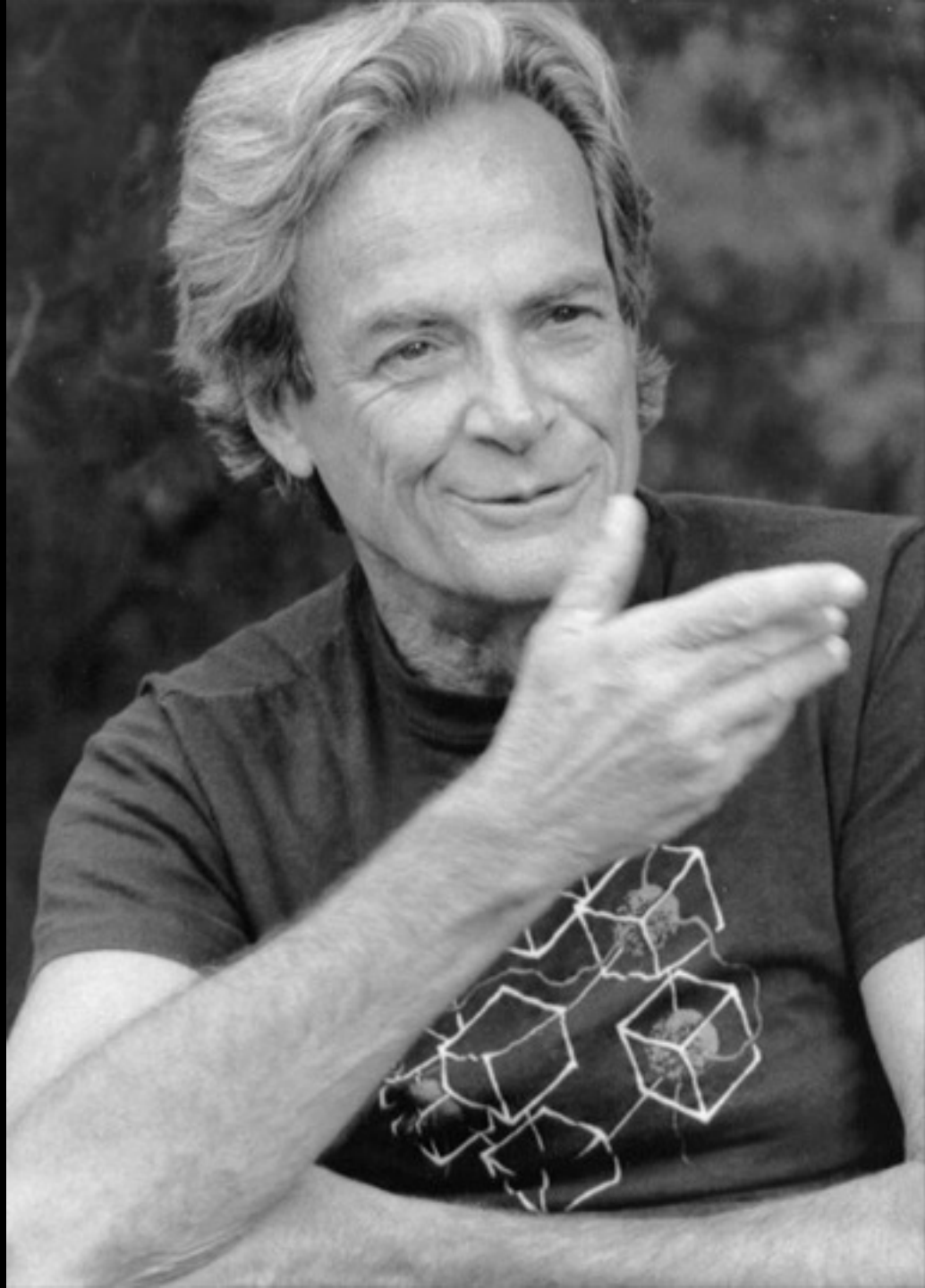
...for *Processes*

Leading *Questions*

Are all ideas
good ones?

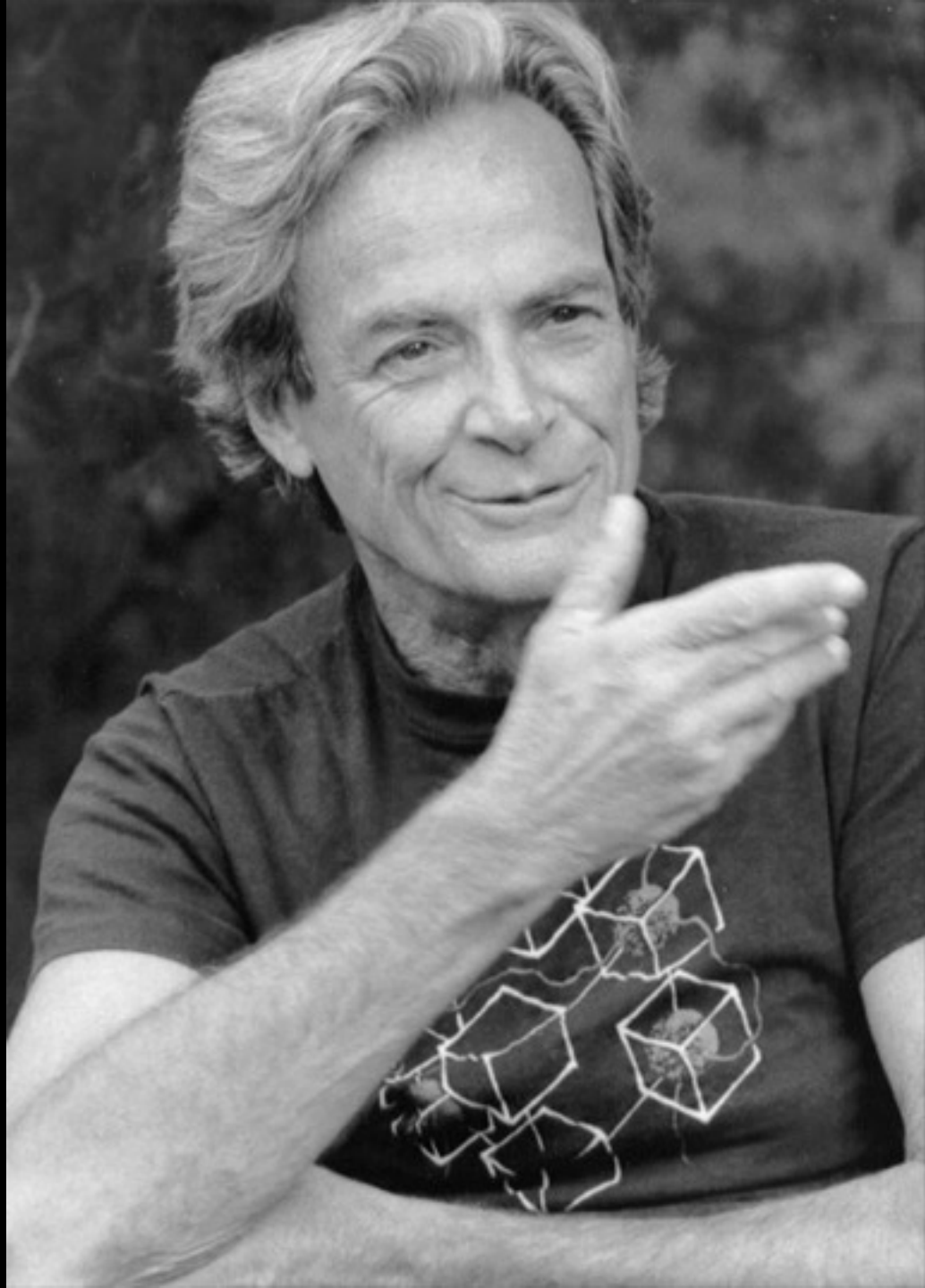
***“The first
principle is that
you must not
fool yourself***

– Richard Feynman



***“The first
principle is that
you must not
fool yourself,
and you are the
easiest person
to fool.”***

– Richard Feynman



Why are *we here?*

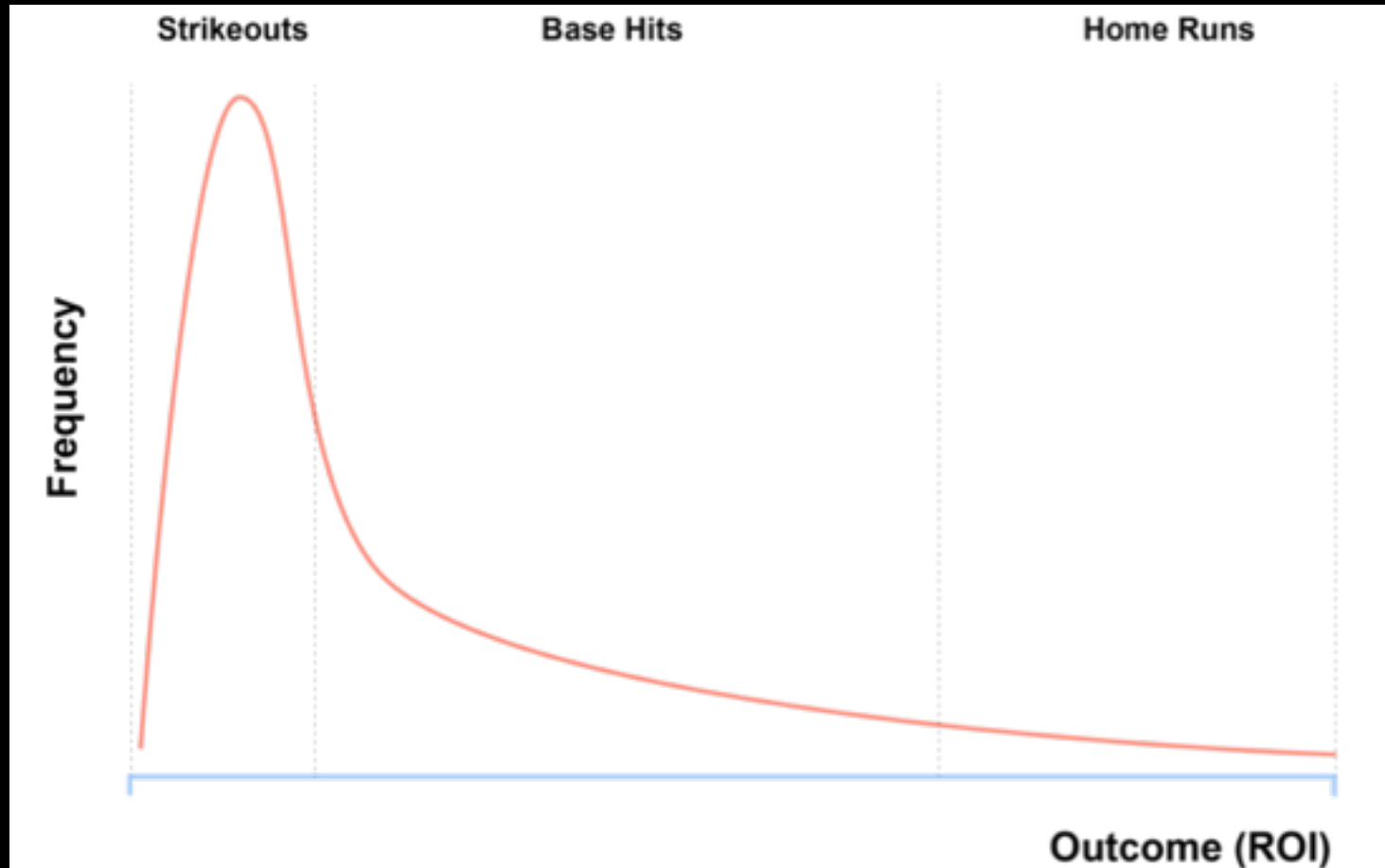
Our *Goal*

Improve *Odds*

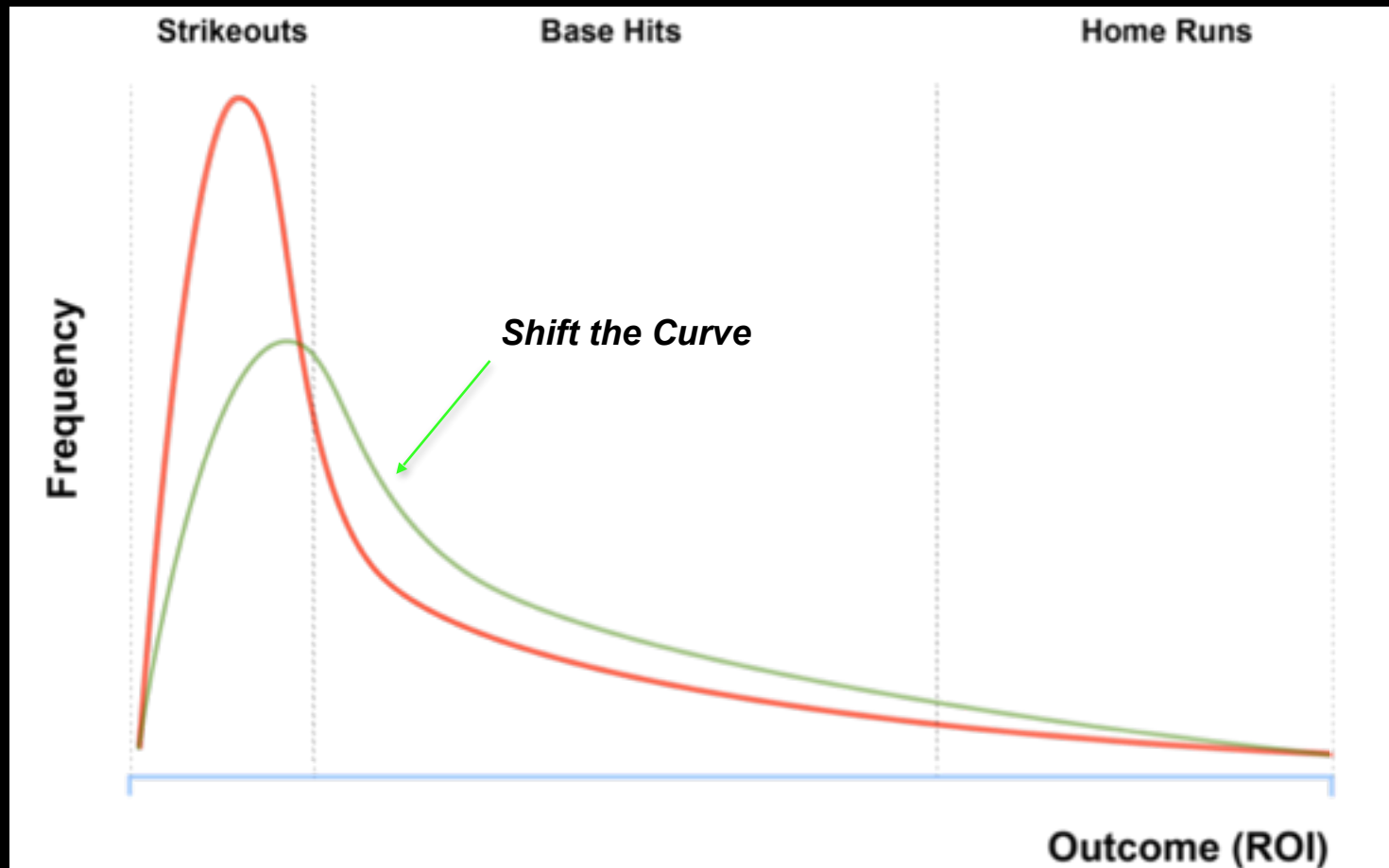
Pick *Winners*

~~Pick *Winners*~~

Great Idea *Statistics*



Create ***More Winners***



We want to help you
refine, revise, or even scrap
your “great” ideas...

What will *you do?*

Jump *In*



Full *Ignite*

3 *Months*

50+ *Interviews*

Jump *In*



But *why?*



Everyone has *a plan...*

...until he gets *punched in the face.*”



Three *Fits*

Search for...

Problem-Solution Fit

***"Can you identify and validate
a **problem or need** that
enough people care about?"***

"Do you have a **feasible solution** (idea or innovation) for meeting this problem or need?"

Search for...

Product-Market Fit

***"Can you build and deliver a
product/service that satisfies
the customer problem or need?"***

...OR...

***"Can you design and deliver a
new process improvement that
satisfies the stakeholder
problem or need?"***

Search for...

***Business or Process
Model Fit***

***"Can you validate and implement
a repeatable and scalable
business or process model?"***

What's a *Business Model*?

Process

What's a *Business Model?*

... how a team *creates,*
delivers, and captures value.

Business Model *Canvas*



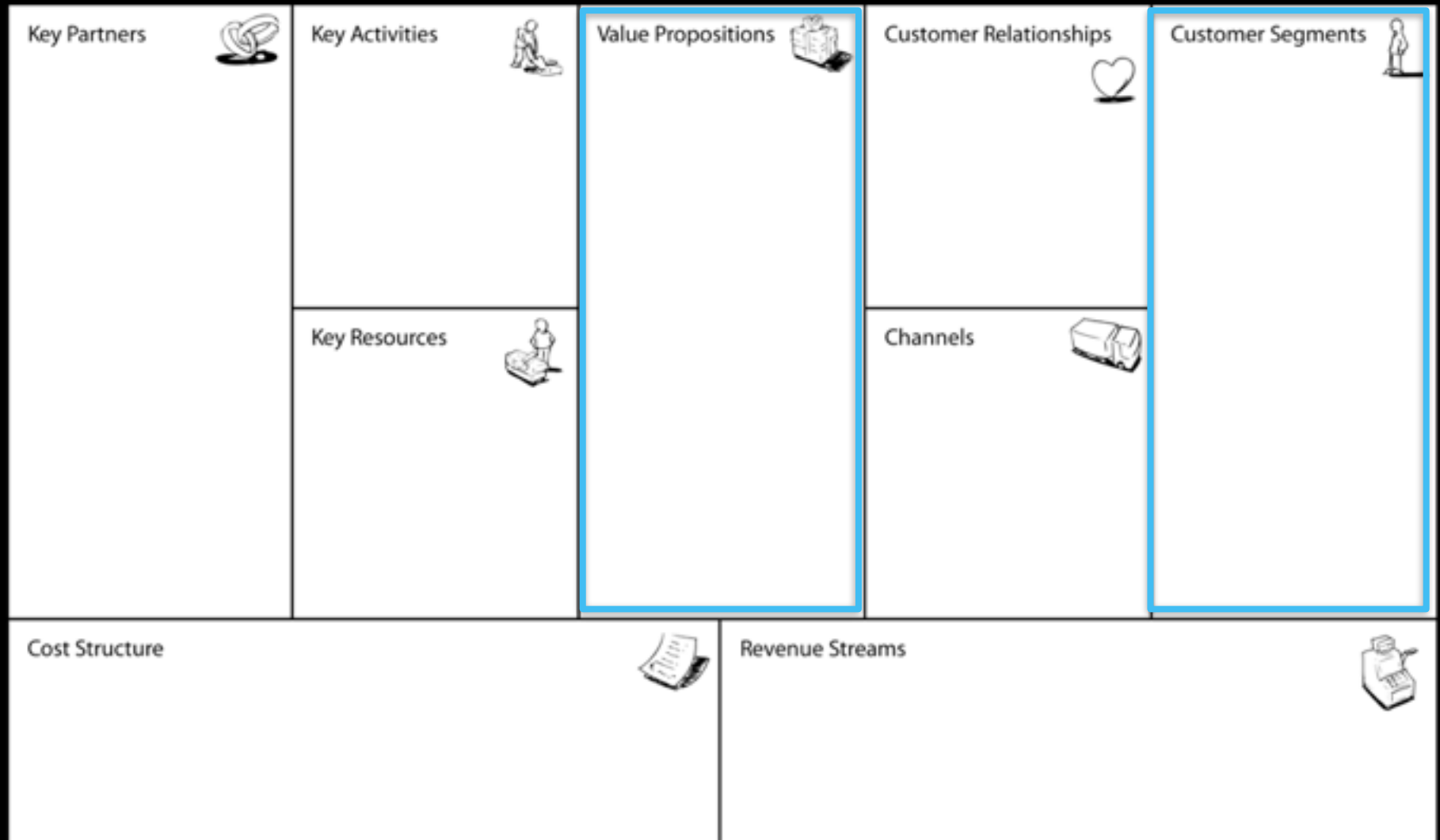
...but framework also works for Ideas, Products, Services, Processes



**We use this tool to visually
map how you will *create,*
*deliver, and capture value.***

**We will focus on *customers*
(*stakeholders*) and value
propositions, but...**

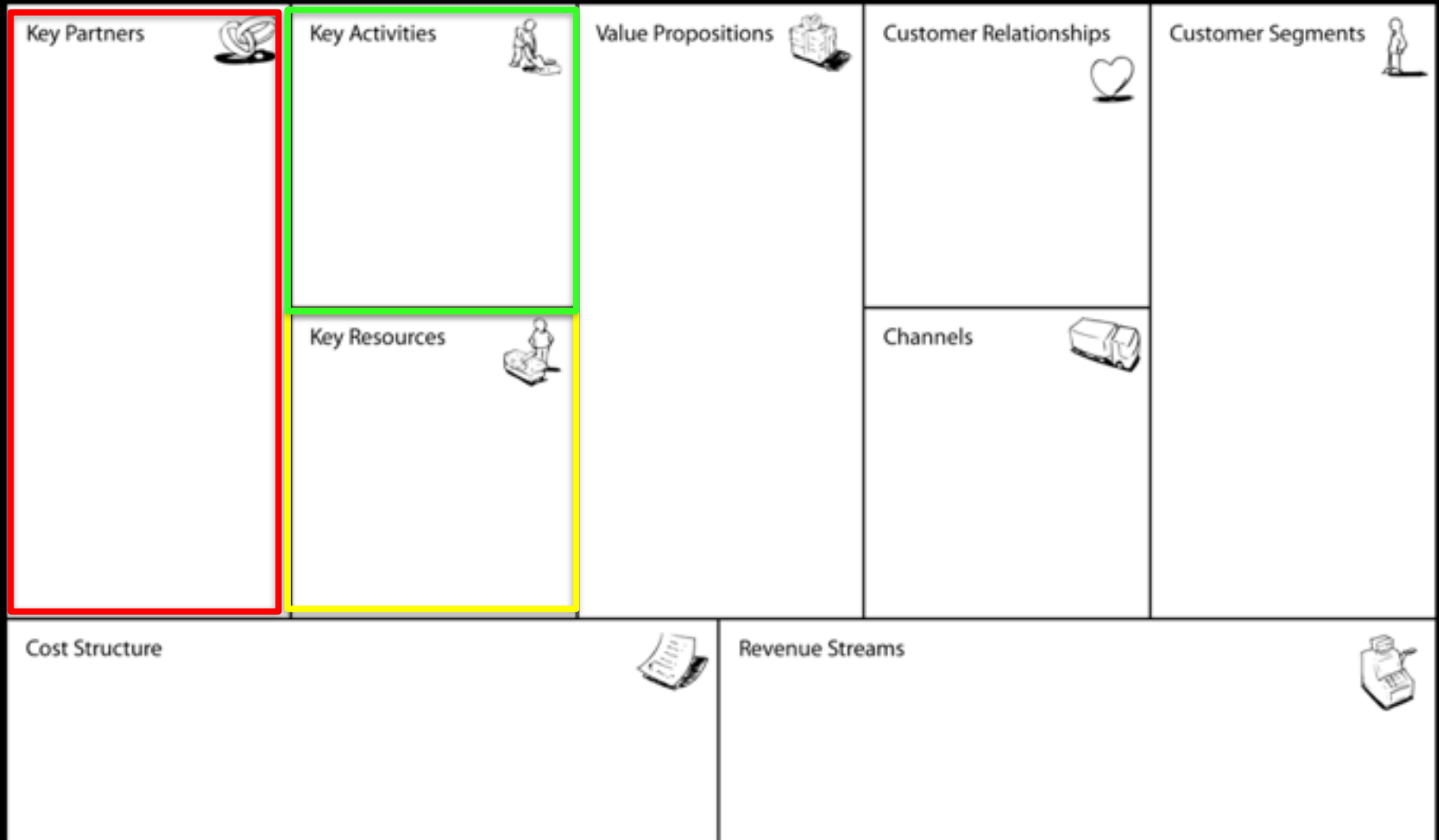
Business Model *Canvas*



We will focus on *customers*
(*stakeholders*) and value
propositions, but...

there are other *critical parts*
of the model to consider.

Business Model *Canvas*



TOP 10

STARTUP MISTAKES



TOP 10 MISTAKES

Innovation



Top *Three*



Customer *Segments*

Customer *Segments*

<p>Key Partners </p>	<p>Key Activities </p>	<p>Value Propositions </p>	<p>Customer Relationships </p>	<p>Customer Segments </p>
	<p>Key Resources </p>		<p>Channels </p>	
<p>Cost Structure </p>			<p>Revenue Streams </p>	

Why do we group into
Customer Segments?

Different *Customer Segments*
often have...

Different *Customer Segments*
often have...

different problems, needs, and
Business / Process Models

Plain Language

Explainer

**Think of Customer
Segments as a *logical
grouping of people...***

...with the *same*
problem/need that can
easily be reached and
served by the *same*
solution.

Customer Segments can be

Internal or External

Internal ***External***



Internal

Customer #1



Stakeholders

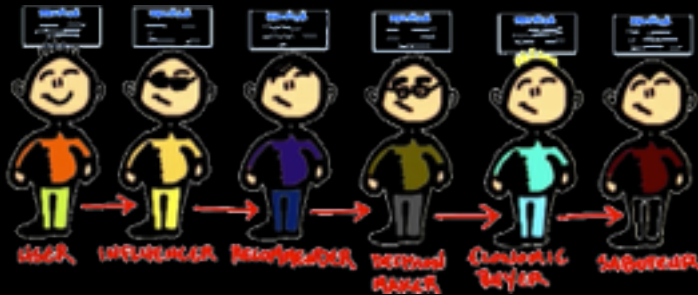


External

Customer #1

Customer #2

Customer #3



Stakeholders

Plain Language

Explainer

**Customer Segments
often have**

Sub-Segments

Customer *Segment*

Customer Segments



Hospitals

Group
University Teaching
Hospitals

Definition

Those large hospitals with over 400 licensed beds, a scope of service index over 100, heavy teaching emphasis (over 700 intern hours per bed) and either are the primary-training site for a university which has a school of medicine or has over 1,000 intern hours per bed.

Major (Non-University)
Teaching Hospitals

Those hospitals with over 500 intern hours per bed that do not qualify as a university teaching hospital.

Large Teaching Emphasis
Hospitals

Those hospitals over 300 licensed beds and between 200 and 550 intern hours per bed.

Medium/Small
Teaching Emphasis Hospitals

Those hospitals under 300 beds with between 200 and 550 intern hours per bed.

Extremely Large Sized Hospitals

Those urban hospitals with 500 or more licensed beds that do not qualify for any other group.

Large Sized Hospitals

Those urban hospitals with at least 380 but under 500 licensed beds that do not qualify for any other

Customer Segments



Hospitals

**University Teaching
Hospitals**

**Major (Non-University)
Teaching Hospitals**

Customer
Sub-Segments

“Customers” include
more than Users

Stakeholders

Customer ~~*Types*~~



Find the people!

University Teaching Hospitals

- *Beneficiary (Patient)*



Find the *people!*

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*



Find the people!

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*
- *Decision Maker*



Find the *people!*

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*
- *Decision Maker*
- *Payer*



Find the **people!**

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*
- *Decision Maker*
- *Payer*
- *Influencer*



Find the **people!**

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*
- *Decision Maker*
- *Payer*
- *Influencer*
- *Recommender*



Find the **people!**

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*
- *Decision Maker*
- *Payer*
- *Influencer*
- *Recommender*
- *Skeptic*



Customer *Stakeholders*

University Teaching Hospitals

- *Beneficiary (Patient)*
- *End User*
- *Decision Maker*
- *Payer*
- *Influencer*
- *Recommender*
- *Skeptic*

**Find all of the people/
roles involved in...**

***an implementation
decision for your idea.***

For this phase,

focus on End Users

Plain Language

Explainer

Customer Segments have
multiple stakeholders...

**...that will influence an
*implementation decision.***



My startup set out to
change an *entire industry*

Personal *Example*





End User = *Steel Laborer*



Decision Maker = *Project Manager*



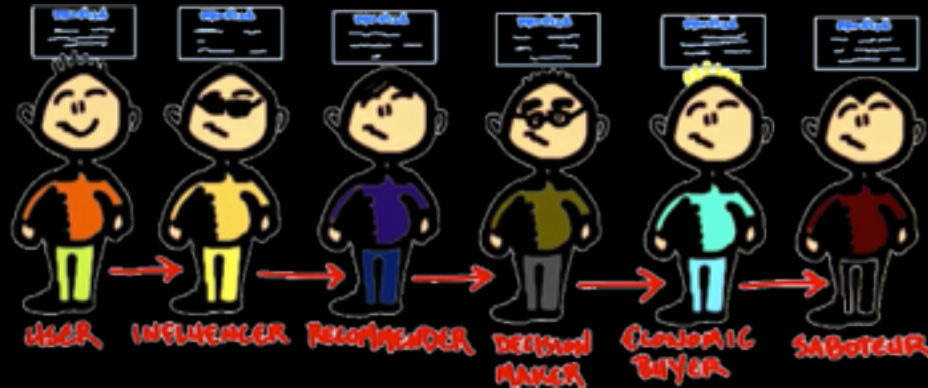
Payer = *Purchasing Director*



Skeptic = *Construction Surveyor*

So *Remember*

Different *Stakeholders* often have...



Different *Stakeholders*
often have...

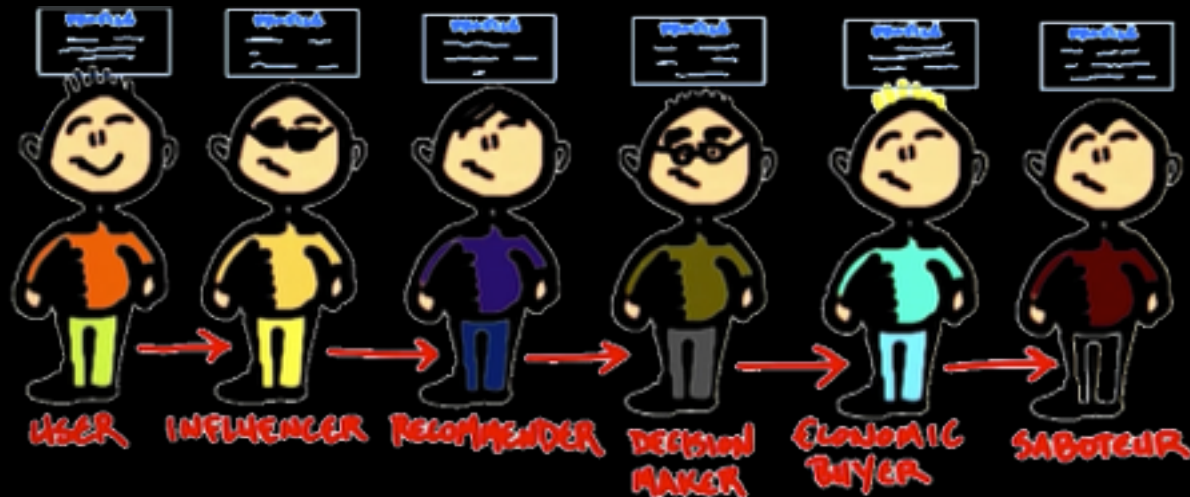
Different *Value Propositions*

Different *Stakeholders*
often have...

Different *Motivations*

And *Finally*

Identify *Archetypes*



to understand purchase decision

Plain Language

Explainer

Archetypes are
prototypical examples...

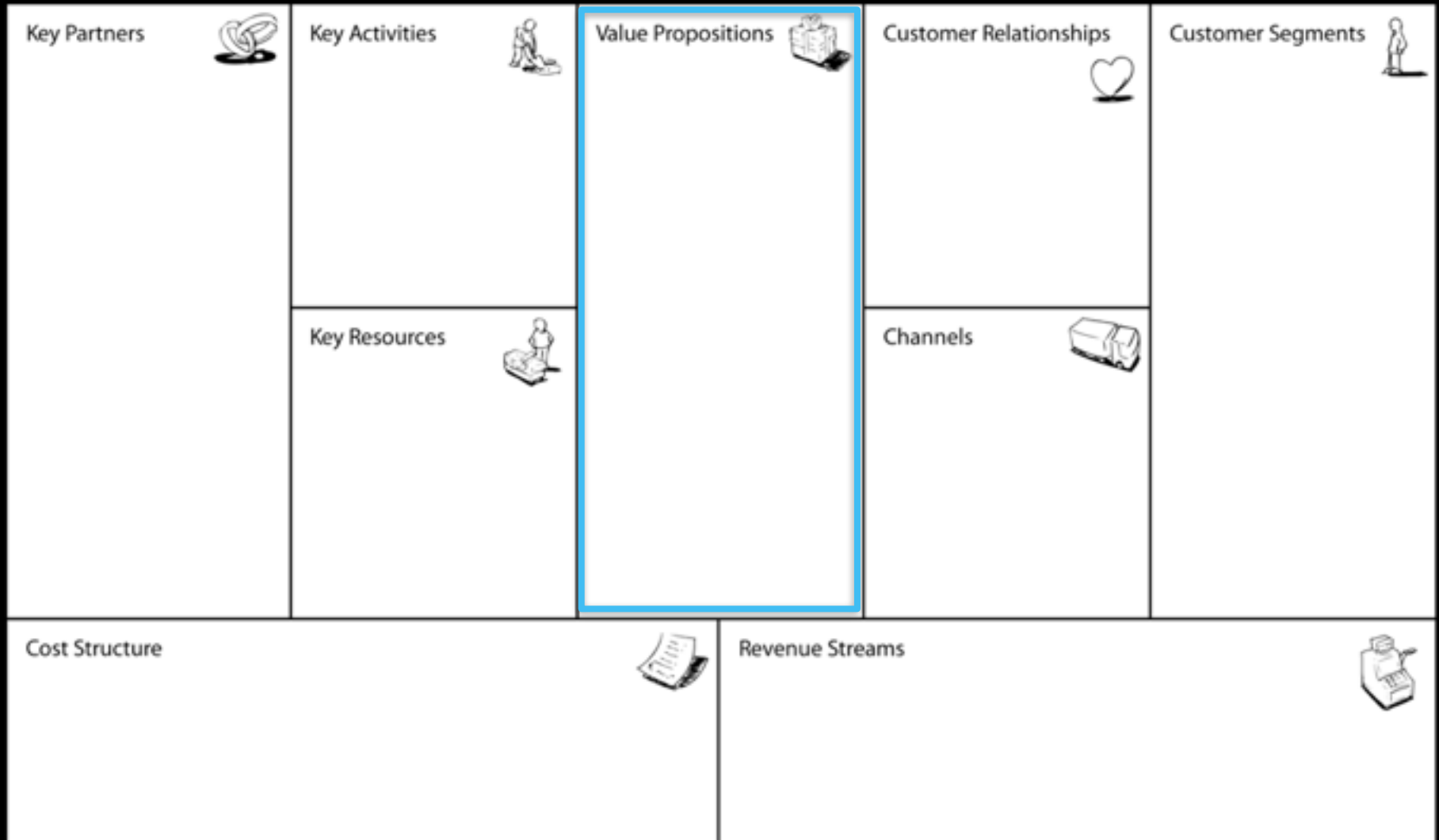
**...of the stakeholders in
*your ecosystem.***

End User *Archetype*



Value *Propositions*

Value *Propositions*



*...describe the **benefits** your customers derive from your product, service, or process improvement.*

Plain Language

Explainer

*...describe the **benefits** your
customers derive from your
product, service, or process
improvement.*

Features

~~=~~

Value Propositions

Features

≠

Value Propositions

...but they do *deliver it.*

Benefits

=

Value Propositions

What about my
idea / process / project?

Customers don't care about
your idea, process, or
project...

Customers don't care about
*your idea, process, or
project...*

they are trying to *solve a
problem or satisfy a need.*



What customer *problems* are you helping to solve ?

What customer *needs* are you satisfying?

What, How, Why?

Product, Features, Value

What?

What?

Product

What?

Service

What?

Process

How?

How?

Features

How?

Procedures

Why?

Why?

Value

Easy to use

Feature or VP?

Faster

Feature or VP?

Cheaper

Feature or VP?

General *Guidelines*

Specifics *Matter*

Quantify *Benefit*

Rank *Order*

Simple *Examples*



Feature = *Bright Colors*



Value = *User Feels Cool!*



WANT TO DRIVE WITH UBER?

BECOME A DRIVER



MENU

U B E R

LOG IN

SIGN UP

YOUR RIDE, ON DEMAND

TRANSPORTATION IN MINUTES WITH THE UBER APP

SIGN UP

U B E R

NOT INTERESTED IN DRIVING?

SIGN UP TO RIDE

UBER NEEDS PARTNERS LIKE YOU.

Drive with Uber and earn great money as an independent contractor. Get paid weekly just for helping our community of riders get rides around town. Be your own boss and get paid in fares for driving on your own schedule.



SIGN UP TO DRIVE

 **ALREADY HAVE AN ACCOUNT?**

OR CREATE A NEW ACCOUNT

First Name

Last Name

name@example.com

Phone

Password (At least 5 characters)

City

Invite Code (optional)

Where did you hear about us? ▾



GoPro

Be a *HERO*.



Be a *HERO*.



GoPro

Team *Examples*

Q&A *Discussion*



What are some categories of Value Propositions...

Value Propositions



Newness

Value Propositions



Newness

Performance

Value Propositions



Newness

Customization

Performance

Value Propositions



Newness

Customization

Performance

Design

Value Propositions



Newness

Customization

Performance

Design

Get Job Done

Value Propositions



Newness

Customization

Performance

Design

Brand/Status

Get Job Done

Value Propositions



Price

Value Propositions



Price

Cost Reduction

Value Propositions



Price

Risk Reduction

Cost Reduction

Value Propositions



Price

Risk Reduction

Cost Reduction

Accessibility

Value Propositions



Price

Risk Reduction

Cost Reduction

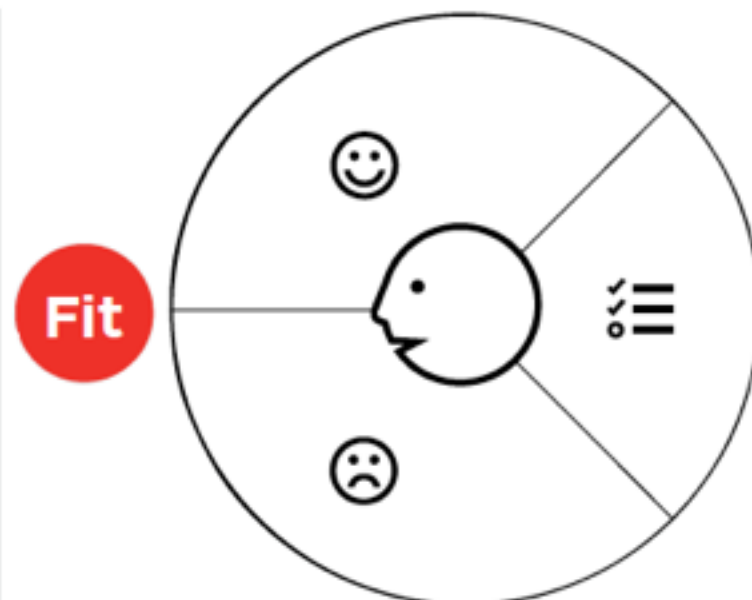
Accessibility

Convenience/Usability

Create Value



Observe Customers

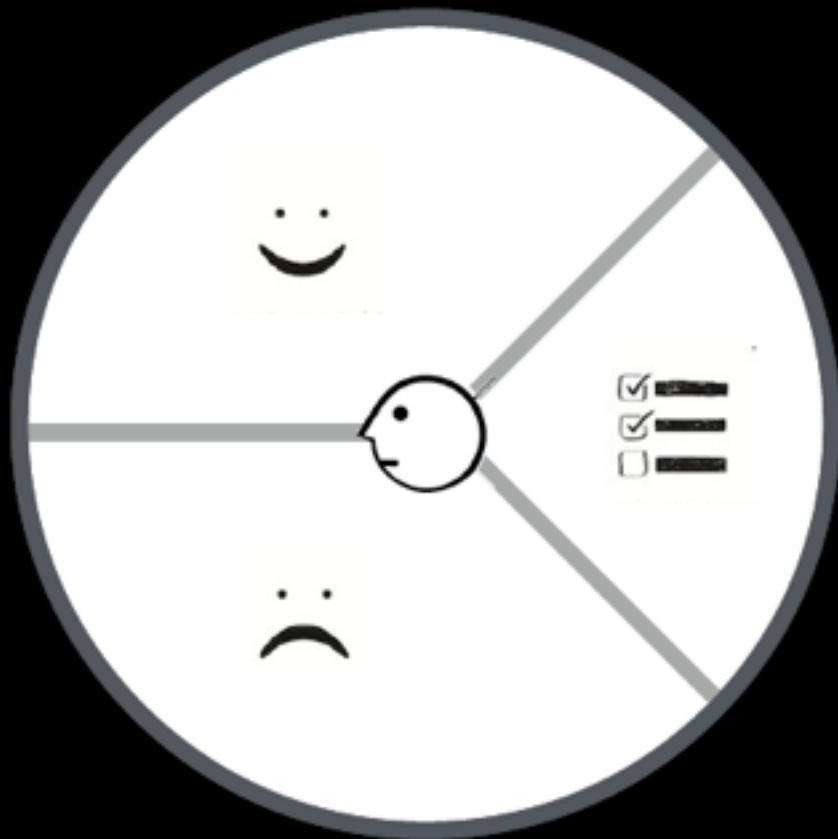


Fit

JOBS

PAINS

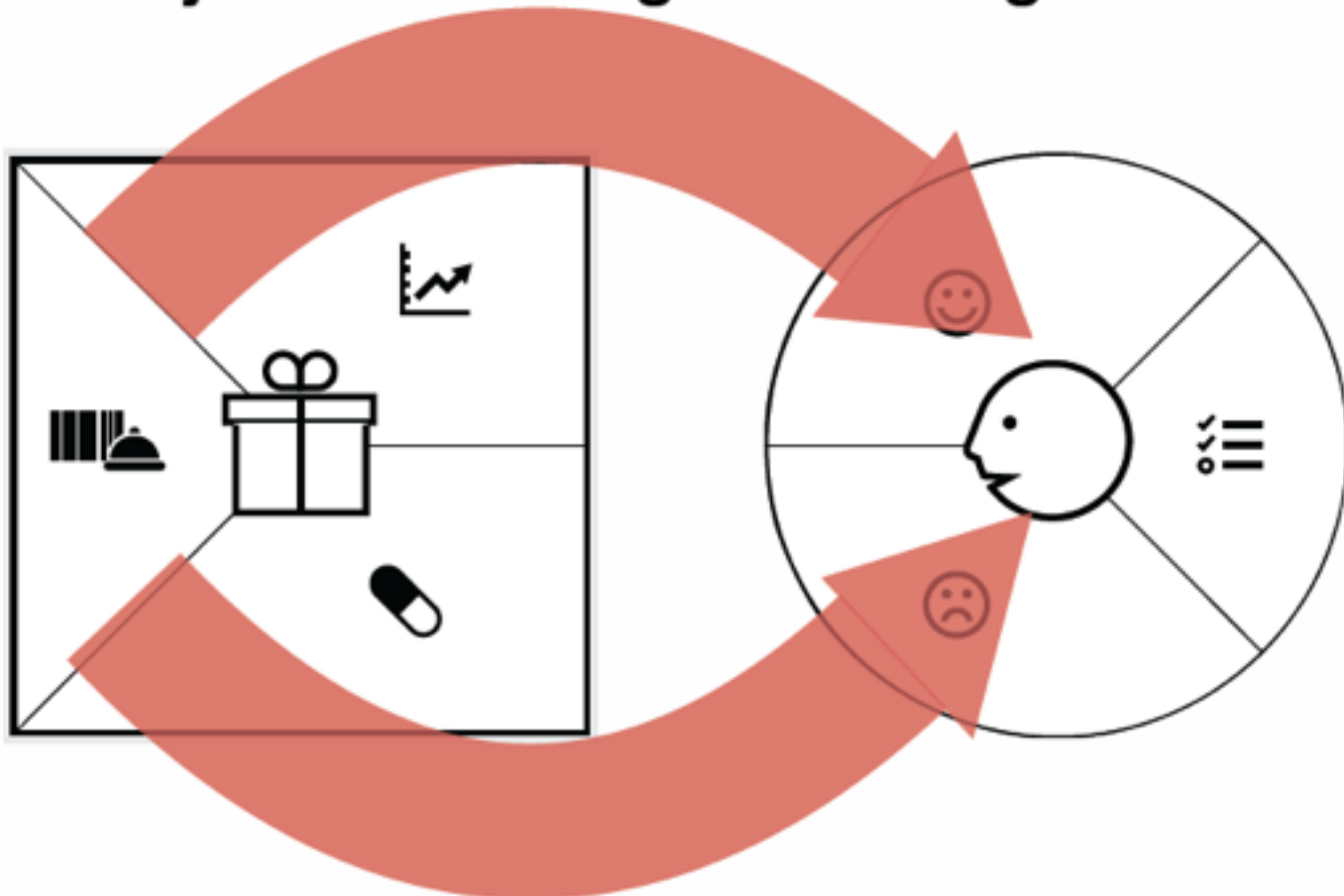
GAINS



Value Proposition



are you addressing essential gains?



are you addressing extreme pains?

Can you VALIDATE that?

